



DECISION-MAKING TOOL



A Process and Template to Guide LTCR Decision Making

QUICK START

USING THE ESF #14 LTCR TOOLBOX

ESF #14 LTCR ToolBox (LTCR ToolBox) includes tools – LTCR Tools – that aid a community’s long-term recovery from a disaster. LTCR Tools were developed in Iowa by a team of recovery professionals and subject-matter experts with the ESF #14 Long-Term Community Recovery (LTCR) Team.

LTCR ToolBox includes:



ESF #14 LTCR

COMMUNICATIONS MAPPING TOOL



ESF #14 LTCR

DECISION-MAKING TOOL



ESF #14 LTCR

PROJECT + PROGRAM DEVELOPMENT GUIDE



IOWA ESF #14 LTCR

RESOURCE GUIDE

Here’s what you need to know:

- 1 Read the Introduction booklet first.
- 2 LTCR Tools are generally used in the sequence shown in the LTCR ToolBox list above, but the sequence may change depending upon where your community is in the recovery process and the kind of help you need.
- 3 Select the LTCR Tool you are interested in using.
- 4 Familiarize yourself with the Step-by-Step instructions included within each LTCR Tool.

You are now ready to begin using the LTCR Tools to help your community with its recovery.

- 5 Use the accompanying CD to print templates and tools as well as search the *Iowa ESF #14 LTCR Resource Guide*.

INTRODUCTION TO ESF #14 LTCR

ESF #14 LTCR is a Federal Emergency Management Agency (FEMA) Program that selectively offers unique support to communities recovering from a disaster. LTCR is also a process to help communities organize and manage their long-term recovery. The process provides a framework to help disaster-challenged communities:

- Articulate a vision for their post-disaster future.
- Identify disaster-related projects and programs to achieve their vision.
- Identify opportunities that become possible through recovery.
- Facilitate partnerships to coordinate and maximize resources that can be applied to the community's long-term recovery needs.

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INTRODUCTION

OVERVIEW OF THE ESF #14 LTCR DECISION-MAKING TOOL

Communities typically have many creative and resourceful members with ideas for advancing their community's recovery vision and goals. However, people sometimes encounter obstacles when developing these ideas into more concrete and specific projects and programs. First, the range of possible options can seem overwhelming. On what basis should various options be considered and prioritized? Second, advocates of certain ideas may have difficulty building agreement or support to carry their idea forward.

While working through the ESF #14 Long-Term Community Recovery (LTCR) Process – from vision to goals to projects – in 10 Iowa communities, ESF #14 LTCR Teams found that some communities experienced difficulty identifying, evaluating and agreeing on specific projects to achieve their goals. Energy generated when a community comes together to envision a desired future and establish goals can dissipate when the community endeavors to make decisions about concrete recovery actions.

To help communities clarify and prioritize their ideas for community recovery and build them into more specific proposals for projects and programs, ESF #14 LTCR Teams created the LTCR Decision-Making Tool (LTCR DMT).

Purpose of the LTCR DMT

The purpose of the LTCR DMT is to help communities articulate, record and evaluate their recovery ideas and build agreement regarding preferred project and program options. Projects create physical products such as new housing. Programs are ongoing activities managed to achieve specific outcomes such as job creation.

LTCR DMT guides community leaders and members through a step-by-step process to examine and decide among potential projects and programs by considering opportunities, benefits, challenges and available resources. DMT is both a process and a template. The process involves answering a series of questions designed to elicit information needed to make decisions about potential recovery projects and programs; the template provides an organized method for recording, viewing and evaluating this information.

DMT was developed to assist local governments and stakeholder groups, such as business associations and community organizations, during the LTCR Process. While the DMT was developed for use during the LTCR Process, it can also add value to any planning process that identifies and develops projects or programs to accomplish goals.

**ESF #14 LTCR PROCESS**

Typically, ESF #14 Long-Term Community Recovery (LTCR) Process occurs in two (2) phases: a Federal-led phase and a community-led phase. Both phases are supported by the State.

The first phase utilizes ESF #14 LTCR Technical Assistance and/or Targeted Planning Teams along with State support to guide communities through the LTCR Process. As a community moves through the LTCR Process, recovery activities gradually transition to community-led initiatives and implementation of identified projects and programs. During the second phase, communities are assisted by the State and receive ongoing Federal agency support, as appropriate. LTCR activities are generally sequenced as described below and shown in Figure 1.

ASSESSMENT – Considers disaster-specific damages and a community’s capacity to respond.

VISION – Identifies how a community sees its post-disaster future and provides direction for recovery activities.

GOALS – Identifies goals, objectives and strategies to facilitate a community’s long-term recovery and achieve its post-disaster vision.

PROJECTS AND PROGRAMS – Identifies projects and programs and determines resource strategies needed to successfully complete them.

IMPLEMENTATION – Establishes timetables, assembles resources and coordinates completion of community initiatives, projects and programs.

Public Participation

Community involvement is a necessary and critical element of the LTCR Process. Community collaboration strengthens and revitalizes a community after a disaster by building consensus for recovery. Public participation in the LTCR Process helps a community establish a vision and shared goals, informs community-planning processes and affirms forward direction. Community involvement occurs throughout the LTCR Process and at key milestones, as identified by the green diamonds in Figure 1.

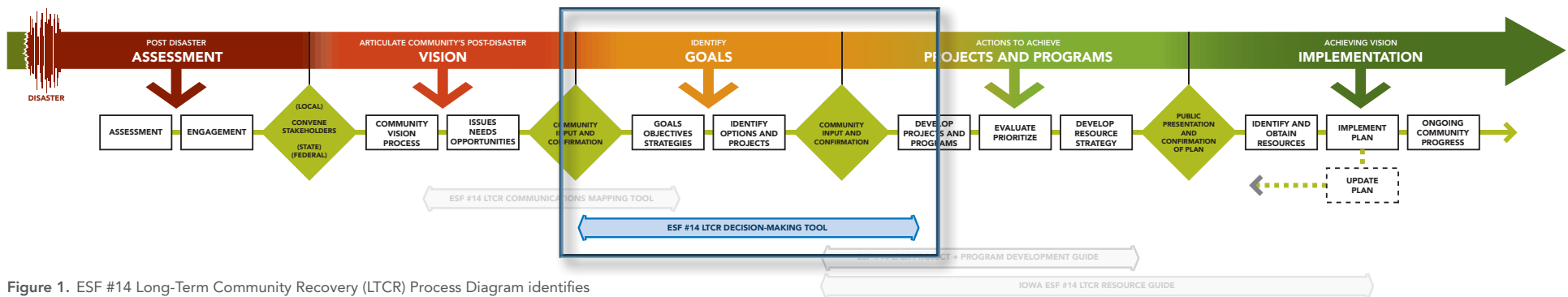
ESF #14 LONG-TERM COMMUNITY RECOVERY (LTCR) PROCESS DIAGRAM

Figure 1. ESF #14 Long-Term Community Recovery (LTCR) Process Diagram identifies the progression of community recovery

ESF #14 LTCR TOOLBOX

For the purposes of this ToolBox, all references to Tools, ToolBox, Process, Vision, Goals, Objectives, Strategy, Projects and Programs are made within the context of the ESF #14 LTCR Process and should be considered as LTCR specific. The Glossary, provided in the Appendix, defines terms used in discussion of the LTCR Process.

The LTCR ToolBox includes four (4) LTCR Tools. These Tools, their connection to the LTCR Process and their connection to each other are discussed below.



ESF #14 LTCR

COMMUNICATIONS MAPPING TOOL

ESF #14 LTCR Communications Mapping Tool is a guide to stakeholder communications networks and techniques. The LTCR Communications Mapping Tool identifies effective communication techniques for gathering and sharing information important to a community's long-term recovery.

Connections: Communications Mapping Tool is most effective when used early in the LTCR Process so all activities benefit from effective communications. Users of other Tools benefit from the Communications Mapping Tool by knowing with whom and how best to communicate about potential projects, programs and resource strategies.



ESF #14 LTCR

DECISION-MAKING TOOL

ESF #14 LTCR Decision-Making Tool (LTCR DMT) is a process and template to guide decision making during disaster recovery. LTCR DMT provides a concise way to identify and prioritize potential projects and programs for further development.

Connections: DMT is used by communities to develop potential projects and programs that help realize community vision and accomplish goals. The DMT serves as a first step toward completing the ESF #14 LTCR Project + Program Development Guide. Project and program concepts developed by the DMT can be used to search for potential resource providers and partners in the *Iowa ESF #14 LTCR Resource Guide*.



ESF #14 LTCR

PROJECT + PROGRAM DEVELOPMENT GUIDE

ESF #14 LTCR Project + Program Development Guide (LTCR PDG) is a guide and template that assists the development of LTCR Projects and Programs. LTCR PDG provides a framework for developing projects and programs for implementation.

Connections: PDG is used to prepare for implementation of LTCR Plans. It draws on information generated by the LTCR Decision-Making Tool. Project and program descriptions generated by the PDG can be used to search for resource providers in the *Iowa LTCR Resource Guide*.



IOWA ESF #14 LTCR

RESOURCE GUIDE

Iowa ESF #14 LTCR Resource Guide is a directory of technical assistance resources and funding opportunities to support projects and programs developed through the LTCR Process. The *Iowa LTCR Resource Guide* helps connect LTCR Projects and Programs with potential partners or supporters.

Connections: The *Resource Guide* helps the community identify partners and resources for the implementation of LTCR Projects and Programs. Users of the *Resource Guide* draw information from DMT and PDG to guide resource searches.

The ESF #14 LTCR ToolBox supports the work of local communities and recovery professionals involved with long-term recovery. In assisting Iowa communities with their recoveries, ESF #14 Long-Term Community Recovery (LTCR) professionals identified and developed several recovery tools to help communities navigate through this often complex process. LTCR Tools address specific and critical stages of the LTCR Process. Tools facilitate communications, decision making, identification and development of projects and programs and the creation of resource strategies necessary for community long-term recovery.

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STEP-BY-STEP GUIDANCE

ESF #14 LTCR DECISION-MAKING TOOL SUMMARY

INSTRUCTIONS FOR USE

ESF #14 LTCR Decision-Making Tool (LTCR DMT) guides users through a series of questions. Answers are recorded on the LTCR DMT Table during a step-by-step process. By answering these questions, community members identify and record their ideas for realizing the post-disaster community vision and accomplishing recovery goals.

The summary table in Figure 2 shows DMT steps and corresponding questions. The DMT prompts users to list existing efforts underway in the community intended to advance their ideas, gaps that prevent those efforts from succeeding and options to help accomplish community goals. Community members use DMT questions to brainstorm opportunities to enhance project and program options, coordinating with and building on other efforts or resources. Users of the DMT are then asked to consider benefits and challenges of each option and list available resources. Finally, the DMT directs users to identify preferred options and next steps to advance those options.

VISION: _____		
GOAL: _____		
	STEPS	QUESTIONS
1	IDEAS	How can we accomplish this goal?
2	ONGOING EFFORTS	What efforts are currently underway in the community to advance this IDEA?
3	GAPS	What prevents progress towards success in the ONGOING EFFORTS or IDEAS?
4	PROJECT OR PROGRAM OPTIONS	What potential projects or programs help accomplish your goal?
5	OPPORTUNITIES	What OPPORTUNITIES exist to enhance potential projects and programs?
6	CONSIDERATIONS • BENEFITS • CHALLENGES	What BENEFITS and CHALLENGES do these OPTIONS present?
7	RESOURCES	What internal and external RESOURCES are available to pursue these OPTIONS?
8	DECISION	What is the preferred PROJECT OR PROGRAM OPTION?
9	NEXT STEPS	What must be done to move preferred option forward? Who will take responsibility? What are target completion dates?

Figure 2. ESF #14 LTCR Decision-Making Tool steps and questions

To realize full benefit from the LTCR DMT, it is important to first establish a vision and goals for your community's long-term recovery. A post-disaster community vision provides inspiration and direction. Goals are statements that broadly identify intended future results needed to achieve your vision. They answer the question, "What must be accomplished to realize our vision?" Without a vision and goals to identify direction and intended future results, it is difficult to specify potential projects and programs.

- Anonymous

- Community members committed to disaster recovery.
- Community vision and goal statements.
- LTCR DMT Table in either paper or electronic format.
- Paper, pens, pencils.
- Computer and word processing software if using the DMT Table in electronic format.

- Projector and computer to display the DMT Table (if using a computer).
- Large format printouts of the DMT Table (if not using a computer).
- Flip charts and markers to record comments.
- Facilitators.

When using the LTCR DMT, keep your community vision in mind. As you move through the nine (9) steps, it is helpful to ask, "How does this idea or option relate to our vision?"

The DMT includes a table (DMT Table) on which to record information as it is identified. The DMT Table identifies the applicable community vision, goal and sector in the blue title bar across the top of the columns. Before you start, choose a goal to work on and enter it on the DMT Table, along with your community's vision, as shown in Figure 3. Identify and enter the appropriate sector in the top right corner of the table. Categorizing ideas by sector helps to organize recovery efforts and facilitates links to the *Iowa ESF #14 LTCR Resource Guide*. The sample DMT Table shown in Figure 3, as well as a blank table and additional samples, are available in the Appendix and on the ESF#14 LTCR ToolBox CD.

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Figure 3. ESF #14 LTCR Decision-Making Tool Table showing goal entry



Using the LTCR DMT in a Group

The LTCR DMT can be used in many settings and formats, but perhaps is most effective when employed as a group exercise or workshop. Having individuals answer DMT questions and record their responses generates valuable information. However, when professional staff and community members discuss the questions in small groups they also establish common ground, make connections with other community recovery efforts and generate new ideas through the give and take of conversation.

To use DMT in a group, staff, subject-matter experts or local leaders prepare the DMT Table in advance. They identify and fill in the community vision, a goal, sector and, to the extent possible, the first three (3) columns (**Steps ONE** through **THREE**). Typically, community stakeholders generate a number of ideas for advancing their long-term recovery. Identifying these ideas, as well as ongoing efforts and gaps, in advance of the workshop allows more time for discussion and evaluation of new ideas and project and program options.

A DMT workshop can be enhanced through use of facilitators and subject-matter experts. Facilitators help solicit ideas, generate positive comments, keep discussion on track and encourage broad participation. Subject-matter experts contribute technical information important to discussions about specific sectors, projects and programs. Use a note taker to capture discussion.

During a workshop complete a DMT Table either on paper or with a computer using word processing software. If your workshop uses paper, print or copy a DMT Table onto large sheets and record and display information generated during discussions. Alternatively, record discussions on flip charts and transfer onto a DMT Table after the workshop. If you enter discussion notes onto the DMT Table with a computer, use a projector to display the Table on a screen or wall for participants to view. Use of computers provides group members with the ability to display changes made during discussion and to complete electronic versions of the DMT Table during the workshop.

The nine (9) DMT steps are described in the following Step-by-Step Guidance. Key questions are listed at the beginning of each step's description. The explanation of each step is illustrated with figures highlighting portions of a DMT Table containing sample content. After writing in your goal, record your answers to each question on the DMT Table as illustrated in Figures 4 through 10.

Step ONE – Brainstorm IDEAS

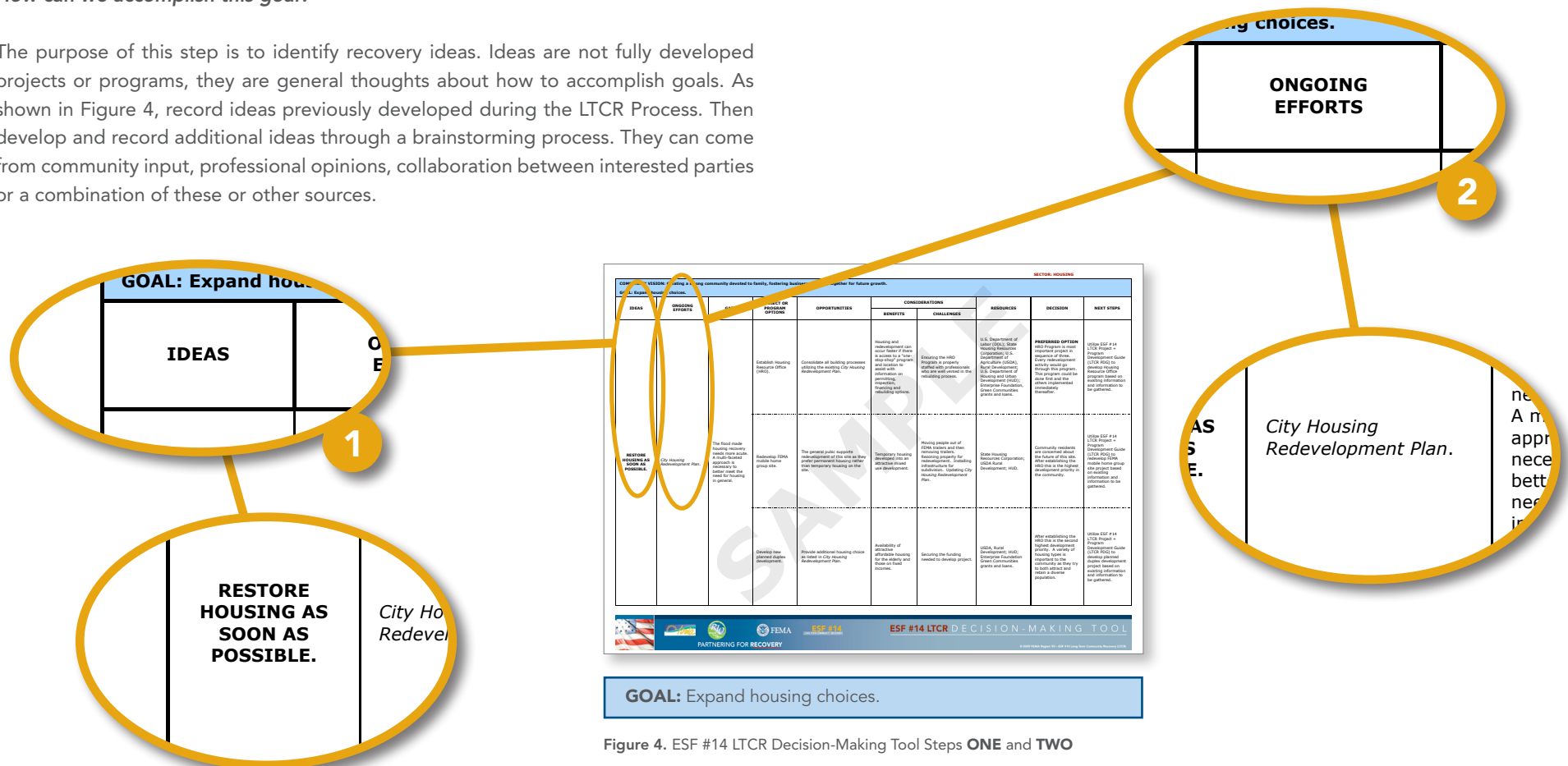
How can we accomplish this goal?

The purpose of this step is to identify recovery ideas. Ideas are not fully developed projects or programs, they are general thoughts about how to accomplish goals. As shown in Figure 4, record ideas previously developed during the LTCR Process. Then develop and record additional ideas through a brainstorming process. They can come from community input, professional opinions, collaboration between interested parties or a combination of these or other sources.

Step TWO – Identify ONGOING EFFORTS

What efforts are currently underway in the community to advance this IDEA?

Identify and record ongoing efforts to avoid duplication and build on and connect to work in progress. Ongoing efforts can include a variety of activities and need not to be fully developed projects or programs. They can be identified through community input or expert knowledge, when available.



Step **THREE** – Identify **GAPS** in **ONGOING EFFORTS**

What prevents progress towards success in **ONGOING EFFORTS** or **IDEAS**?

Identify and record, as illustrated in Figure 5, why existing efforts are not sufficient to accomplish the goal listed at the top of the DMT Table. Recognizing gaps in existing efforts informs community members where additional effort and resources are needed. Gaps can be determined through community input and, when available, staff or subject matter experts.

Step **FOUR** – Brainstorm **PROJECT OR PROGRAM OPTIONS**

What potential projects or programs help accomplish your goal?

The purpose of this step is to identify ways to advance recovery ideas (from **Step ONE**) and accomplish goals. As in **Step ONE**, use brainstorming to generate multiple ideas. Identify and record potential projects and programs that address gaps in ongoing efforts or propose new options to advance recovery ideas. Project champions, community members and staff with knowledge of existing projects and programs will generate options during the LTCR Process.

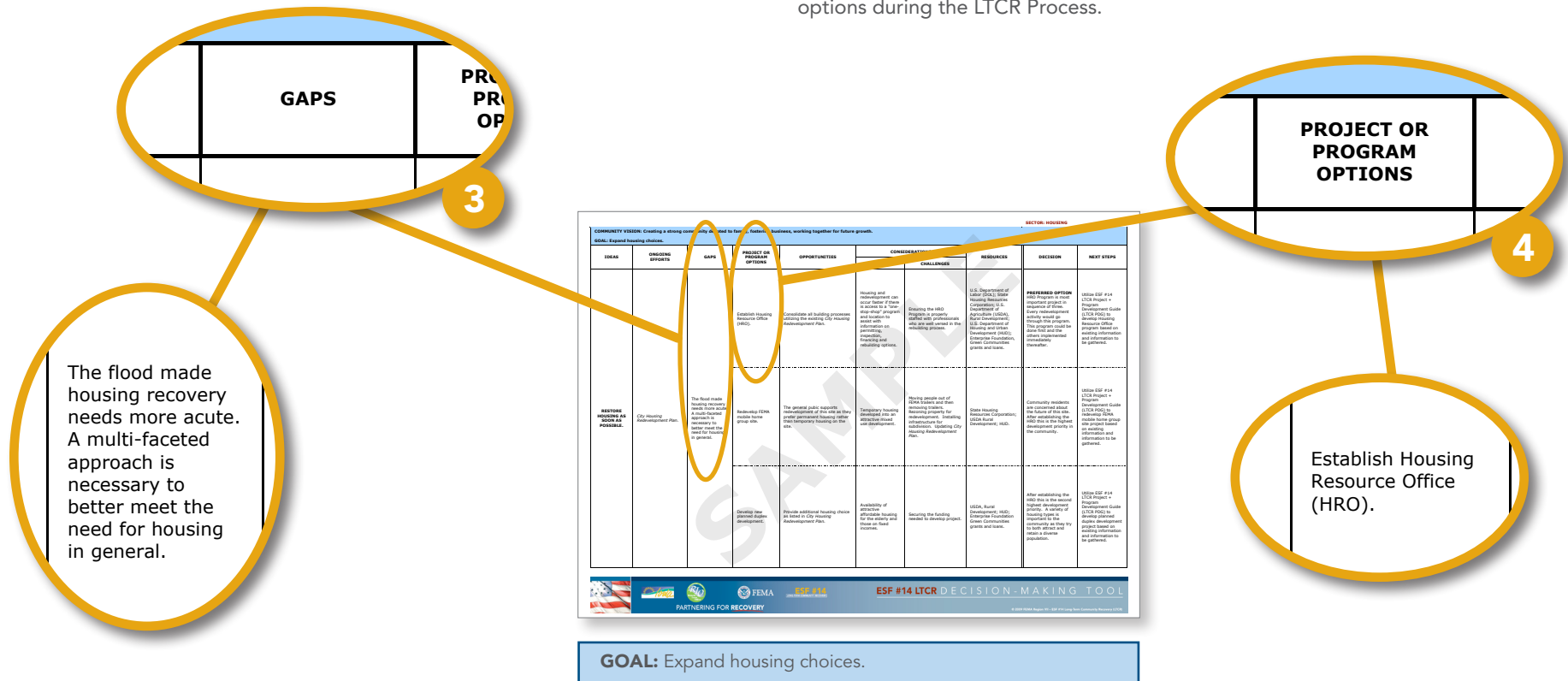
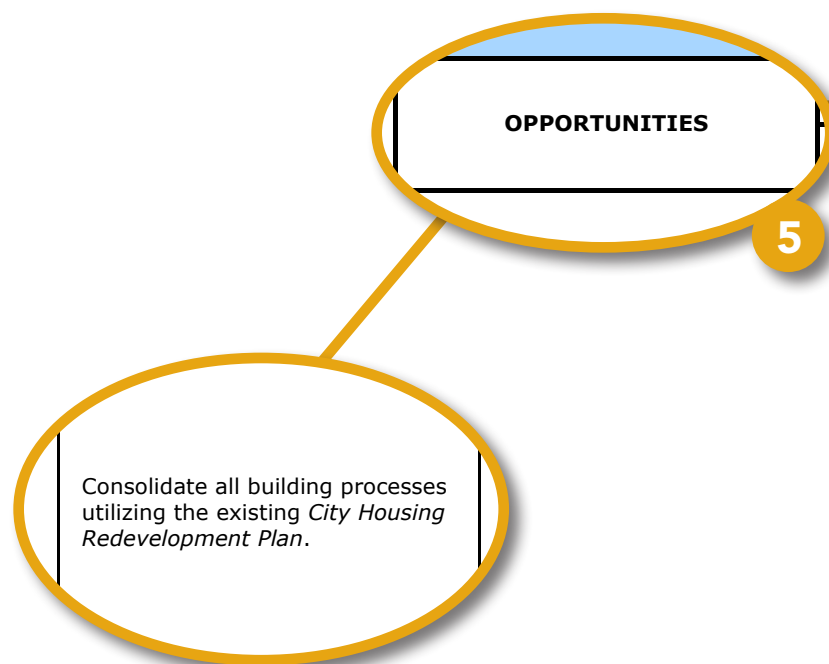


Figure 5. ESF #14 LTCR Decision-Making Tool Steps **THREE** and **FOUR**

Step FIVE – OPPORTUNITIES

What OPPORTUNITIES exist to enhance potential projects and programs?

The purpose of this step is to identify opportunities to build on and connect to existing efforts, taking advantage of and strengthening local capacity. Identify and record on DMT Table, as illustrated in Figure 6, existing community efforts or resources (people, organizations, technical assistance or funding sources) that may increase chances of success. Note any potential project champions – those people who accept responsibility to lead a project or program to completion. Opportunities can be identified through community input, community collaboration and staff or expert input.

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GOAL: Expand housing choices.

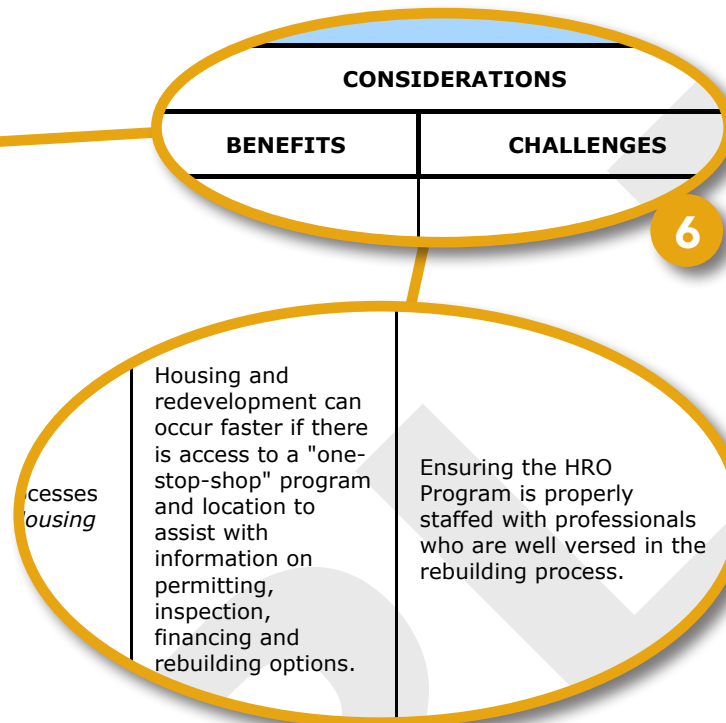
Figure 6. ESF #14 LTCR Decision-Making Tool Step FIVE

What **BENEFITS** and **CHALLENGES** do these **OPTIONS** present?

- **BENEFITS** – What are the positive impacts on the community? Write down how this project or program might benefit other recovery activities or meet other community needs.

- **CHALLENGES** – What additional issues need to be addressed before moving forward with a potential project or program? Note potential roadblocks that may reduce the desirability of potential projects and programs. Consider whether they lack community support or resources. Address whether projects and programs depend on events, such as the sale of land, to proceed. Record your considerations on the DMT Table.

GOAL: Expand housing choices.



Step SEVEN – Identify **RESOURCES**

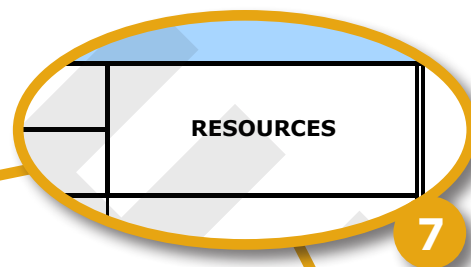
What internal and external **RESOURCES** are available to pursue these **OPTIONS**?

Resources – people, organizations, assets (such as buildings or natural features), technical assistance and funding sources – can come from within and from outside a community. Consider whether available resources are currently being used and whether they are sufficient for potential projects and programs. Identify additional resources that might be available. Record all applicable resources on the Table, as shown in Figure 8.

SECTION: HOUSING									
COMMUNITY VISION: Creating a strong community devoted to family, housing, business, working together for future growth.									
Goal: Expand housing choices.									
ISSUE	EXISTING RESOURCES	GOALS	POTENTIAL PROJECTS OR PROGRAMS	APPROPRIATE	CONSIDERATIONS	RESOURCES	DECISION	NEXT STEPS	
RESOURCES AVAILABLE TO PURSUE THIS GOAL	City Housing Department Plan	The goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all.	Existing Housing Program	Continuation of all housing programs currently in place.	Housing and homelessness are a major issue for the community. The goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all.	U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA); U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation; Green Communities grants and loans.	POTENTIAL OPTION: The goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all.	U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA); U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation; Green Communities grants and loans.	
			Future Housing Program	The goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all.	Future housing programs are a major issue for the community. The goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all.	U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA); U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation; Green Communities grants and loans.	POTENTIAL OPTION: The goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all.	U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA); U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation; Green Communities grants and loans.	
			Develop New Housing Program	Develop additional housing programs as needed in the future.	Developing new housing programs is a major issue for the community. The goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all.	U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA); U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation; Green Communities grants and loans.	POTENTIAL OPTION: The goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all. A goal is to make housing more affordable and accessible to all.	U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA); U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation; Green Communities grants and loans.	

GOAL: Expand housing choices.

Figure 8. ESF #14 LTCR Decision-Making Tool Step SEVEN



U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA), Rural Development; U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation Green Communities grants and loans.

Step EIGHT – Make a DECISION

What is the preferred PROJECT OR PROGRAM OPTION?

This step involves reviewing and comparing information recorded for each potential project and program in **Steps FOUR** through **SEVEN**. The DMT Process can generate many ideas for potential projects and programs. Communities generally do not have the capacity, however, to focus on all ideas. At this step users of the Tool identify the project or program option most preferred for meeting recovery goals in the near future. Consider which projects and programs have the potential to generate important benefits, overcome challenges and connect to and build on other recovery efforts. Review resources to determine which are available for proposed projects and programs. Record your observations on the Table. Based on your review and evaluation, select the project or program most likely to succeed in the short term and to advance your vision and goal. Mark this project or program as “Preferred Option” as shown in Figure 9.

Selecting a preferred option does not necessarily mean eliminating other options. You may not have sufficient information when using the DMT to select a single option for further development. For example, when using the DMT to explore three (3) site options for a new city hall, users may not have sufficient information about the sites (such as ownership, environmental issues, adjacent uses or property values) to narrow their focus to a single site.

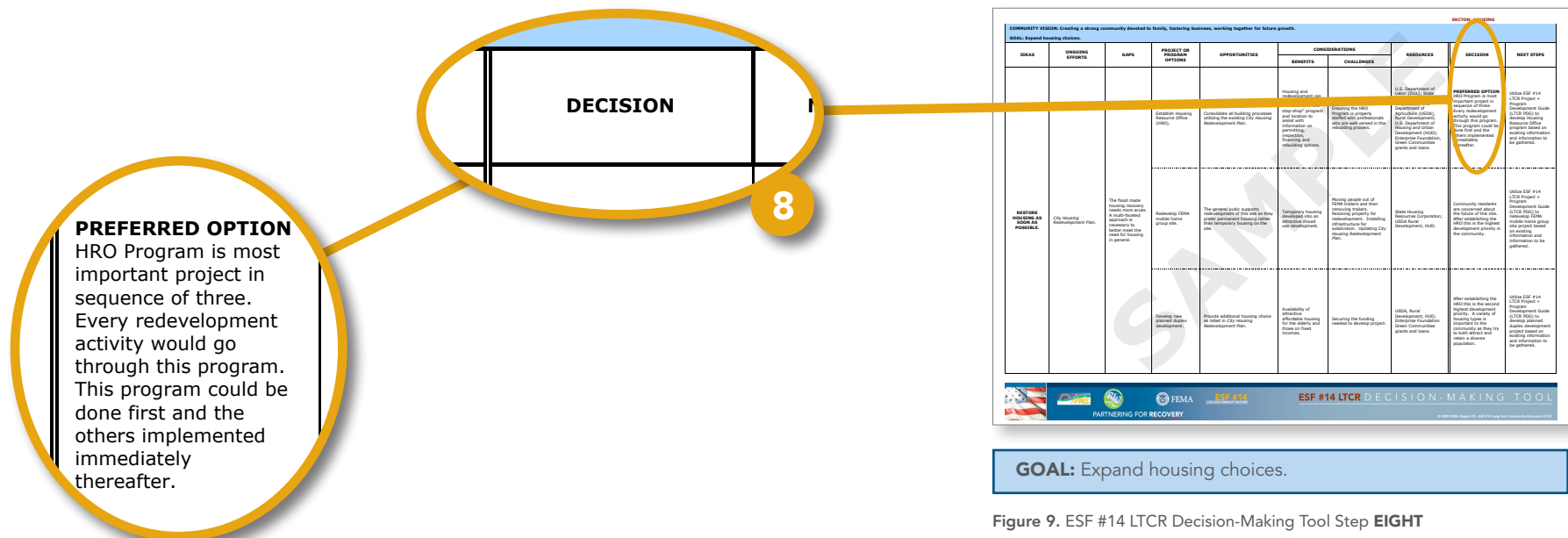


Figure 9. ESF #14 LTCR Decision-Making Tool Step EIGHT

What are the target completion dates?

N	NEXT STEPS

9

Utilize ESF #14
LTCR Project +
Program
Development Guide
(LTCR PDG) to
develop Housing
Resource Office
program based on
existing information
and information to
be gathered.

14

NEXT STEPS

FORWARD ACTION

Completion of ESF #14 LTCR Decision-Making Tool (LTCR DMT) Table is an important step toward developing projects and programs that help a community realize its post-disaster vision. Next steps include:

- Confirming and validating potential projects and programs through a public presentation, as illustrated in Figure 11.
- Establishing procedures to monitor progress on next steps identified on LTCR DMT Table.
- Communicating DMT outcomes to community and stakeholder groups. Use the ESF #14 LTCR Communications Mapping Tool where appropriate to identify groups and communications techniques.
- Making connections and coordinating efforts with other ongoing efforts related to potential projects and programs.
- Exploring further opportunities, identified by DMT, to enhance potential projects and programs.
- Entering information from DMT Table into ESF #14 LTCR Project + Program Development Guide.
- Using sectors listed on DMT Tables to search the *Iowa ESF #14 LTCR Resource Guide* for agency contacts and potential resources.

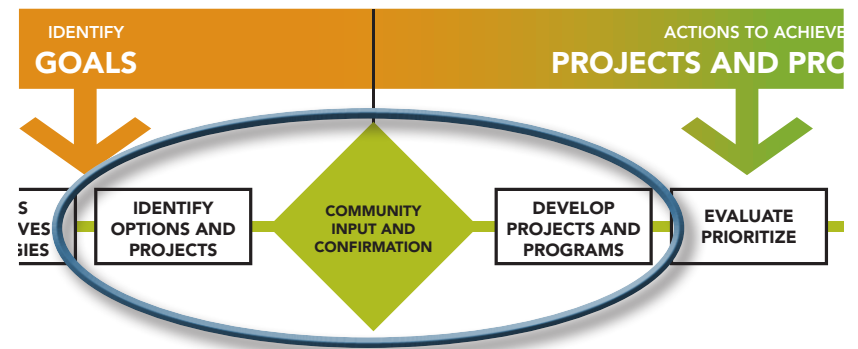


Figure 11. ESF #14 Long-Term Community Recovery (LTCR) Process Diagram – Community Input and Confirmation

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APPENDIX

- Glossary
- ESF #14 LTR Decision-Making Tool
- DMT Samples (Housing, Economy and Infrastructure + Environment)

GLOSSARY

CD – Compact Disc

DMT – Decision-Making Tool

ESF – Emergency Support Function

FEMA – Federal Emergency Management Agency

LTCR – Long-Term Community Recovery

MOA/MOU – Memorandum of Agreement/Memorandum of Understanding

PC – Personal Computer

PDG – Project + Program Development Guide

RIO – Rebuild Iowa Office

SMART – Specific. Measurable. Achievable. Realistic. Timely. (e.g. SMART Objective)

Brainstorming – A problem-solving technique used in a group setting in which participants generate a large number of ideas and options but do not immediately evaluate the results.

Community Capacity – Ability of the community to manage recovery activities.

Connectivity – Connections between projects, groups or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Also, physical connections between parts of a community, such as bike trails or roads due to close proximity. Related terms include connections, linkage, ability to connect and interconnection.

Facilitate – To make easier or help accomplish a goal. Related terms include assist, increase the likelihood of, expedite and promote.

Feasibility – A measure of the likelihood that a project can be implemented based on current plans, budgets, resources and other circumstances.

Feedback Loop – A process for evaluating results of a long-term community recovery process by comparing results to vision, goals and objectives. Also, a process for confirming that intended messages have been received and understood.

General Recovery – Process through which immediate or short-term recovery actions are undertaken.

Goal – A statement that broadly identifies intended future results needed to achieve a community's post-disaster vision.

Implementation – Process through which a project is completed by the community.

Issue – A condition created or made worse by a disaster and that may be addressed by a project or program.

Leverage – To obtain a greater benefit by combining or coordinating resources, assets or strategies. Related terms include influence, induce, increase and stimulate.

Linkage – Relationships between projects or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Related terms include relationship and association.

Long-Term Community Recovery – The process of establishing a community-based, post-disaster vision and identifying projects or programs and funding strategies best suited to achieve that vision and employing a mechanism to implement those projects or programs.

LTCR Plan – A document describing LTCR vision, goals and objectives to be achieved and the process used to arrive at the vision, goals and objectives. Typically, background information about the context of the Plan is included.

Need – Amount of recovery assistance a community requires to return to pre-disaster conditions.

Objective – A statement identifying a Specific, Measurable, Achievable, Realistic and Timely (SMART) outcome which accomplishes a goal.

Opportunity – A positive possibility which requires activity to realize.

Plan – See LTCR Plan.

Policy – A principle or course of action chosen to guide decision making and formalized in a law, ordinance, plan or guideline.

Post-Disaster Community Vision – A statement or set of statements that describes a realistic condition that the community wishes to achieve and which provides inspiration and long-term direction for recovery activities.

Prerequisite – An activity that must be completed before other activities can take place.

Program – An ongoing set of activities and resources managed to achieve specific outcomes, achieve a community's recovery goals and fulfill its vision. This term is understood to include other types of ongoing efforts.

Project – An activity intended to create a physical product, such as new housing or a document, that achieves a community's recovery goals and fulfills its vision. This term is understood to include plans and other tangible products.

Project Champion – A community member or other individual who has accepted responsibility to lead a project or program to completion.

Quality of Life – The general well-being of an individual or community. To measure quality of life, LTCR considers the quality and quantity of the natural environment, community services, infrastructure and critical facilities such as roads and fire stations, housing opportunities, recreational facilities and culturally-significant places.

Sector – Subject-based categories used to classify projects and programs so that similar activities can be grouped together. Standard sectors used in the LTCR planning process are Housing, Infrastructure/Environment and Economy; these are categories most often needing recovery activity. Other sectors may be created or adapted as needed: for example, *Iowa ESF #14 LTCR Resource Guide* identifies nine (9) sectors for classifying resources.

Stakeholder – A person who has an interest in the results of a general recovery effort or a particular project. A stakeholder may be a resident of the community, member of a religious, social and other community organization (the general public); an elected or appointed official or government employee (government); or a business owner or employee (private sector).

Strategy – A specific method needed to achieve goals and objectives. Typically, multiple strategies can be identified to achieve the same objective. Also, a document similar to an LTCR Plan that may not identify specific projects.

Subject-Matter Experts – A person who is an expert in a particular subject or in performing a specialized job, task or skill.

Sustainable Development – Development characterized by prudent use of energy, water and natural resources to ensure healthy communities for future generations.

Sustainable Practices – Operating a building or program in an environmentally sustainable manner, characterized by prudent use of energy, water and natural resources, to ensure healthy communities for future generations.

Technical Assistance – Advice, assistance or training related to a technical subject. Typical forms of technical assistance include fundraising aid, financial planning, legal advice and marketing assistance.

Vision – See Post-Disaster Community Vision.

SECTOR:

COMMUNITY VISION:									
GOAL:									
IDEAS	ONGOING EFFORTS	GAPS	PROJECT OR PROGRAM OPTIONS	OPPORTUNITIES	CONSIDERATIONS		RESOURCES	DECISION	NEXT STEPS
					BENEFITS	CHALLENGES			

DECISION-MAKING TOOL HOUSING SAMPLE

SECTOR: HOUSING

COMMUNITY VISION: Creating a strong community devoted to family, fostering business, working together for future growth.									
GOAL: Expand housing choices.									
IDEAS	ONGOING EFFORTS	GAPS	PROJECT OR PROGRAM OPTIONS	OPPORTUNITIES	CONSIDERATIONS		RESOURCES	DECISION	NEXT STEPS
					BENEFITS	CHALLENGES			
RESTORE HOUSING AS SOON AS POSSIBLE.	City Housing Redevelopment Plan.	The flood made housing recovery needs more acute. A multi-faceted approach is necessary to better meet the need for housing in general.	Establish Housing Resource Office (HRO).	Consolidate all building processes utilizing the existing <i>City Housing Redevelopment Plan</i> .	Housing and redevelopment can occur faster if there is access to a "one-stop-shop" program and location to assist with information on permitting, inspection, financing and rebuilding options.	Ensuring the HRO Program is properly staffed with professionals who are well versed in the rebuilding process.	U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA), Rural Development; U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation, Green Communities grants and loans.	PREFERRED OPTION HRO Program is most important project in sequence of three. Every redevelopment activity would go through this program. This program could be done first and the others implemented immediately thereafter.	Utilize ESF #14 LTCR Project + Program Development Guide (LTCR PDG) to develop Housing Resource Office program based on existing information and information to be gathered.
			Redevelop FEMA mobile home group site.	The general public supports redevelopment of this site as they prefer permanent housing rather than temporary housing on the site.	Temporary housing developed into an attractive mixed use development.	Moving people out of FEMA trailers and then removing trailers. Rezoning property for redevelopment. Installing infrastructure for subdivision. Updating <i>City Housing Redevelopment Plan</i> .	State Housing Resources Corporation; USDA Rural Development; HUD.	Community residents are concerned about the future of this site. After establishing the HRO this is the highest development priority in the community.	Utilize ESF #14 LTCR Project + Program Development Guide (LTCR PDG) to redevelop FEMA mobile home group site project based on existing information and information to be gathered.
			Develop new planned duplex development.	Provide additional housing choice as listed in <i>City Housing Redevelopment Plan</i> .	Availability of attractive affordable housing for the elderly and those on fixed incomes.	Securing the funding needed to develop project.	USDA, Rural Development; HUD; Enterprise Foundation Green Communities grants and loans.	After establishing the HRO this is the second highest development priority. A variety of housing types is important to the community as they try to both attract and retain a diverse population.	Utilize ESF #14 LTCR Project + Program Development Guide (LTCR PDG) to develop planned duplex development project based on existing information and information to be gathered.

DECISION-MAKING TOOL ECONOMY SAMPLE

SECTOR: ECONOMY

COMMUNITY VISION: Creating a strong community devoted to family, fostering business, working together for future growth.									
GOAL: Increase local area economic activity.									
IDEAS	ONGOING EFFORTS	GAPS	PROJECT OR PROGRAM OPTIONS	OPPORTUNITIES	CONSIDERATIONS		RESOURCES	DECISION	NEXT STEPS
					BENEFITS	CHALLENGES			
ATTRACT NEW BUSINESS AND JOBS TO AREA, RETAIN EXISTING BUSINESS AND DEVELOP SKILLED WORKFORCE TO MEET FUTURE DEMAND.	1) Implementation of the Standard County Port Authority's <i>Strategic Market Assessment</i> . 2) <i>Economic Development Assessment</i> being implemented by Economic Driver University (EDU).	Perception that community does not have the assets (people, business, development potential) to merit economic rebirth.	Create an economic development plan to give comprehensive overall guidance to economic development efforts.	Rail, port and bio-fuel marketing and development opportunities that are part of planned Port Authority rail extension. Planned rail extension was studied as part of Port Authority's <i>Strategic Market Assessment</i> .	Builds on existing planning and economic development efforts.	Building support for broad based coordinated, cooperative planning.	Potential State Department of Economic Development funding with local match.	PREFERRED OPTION Will better utilize funding by leveraging existing port development efforts to broaden economic development planning in the area. Build working relationship with Standard County Port Authority for possible future creation of broad-based community development corporation.	Utilize ESF #14 LTCR Project + Program Development Guide (LTCR PDG) to develop <i>Economic Development Plan</i> project based on existing information and information to be gathered.
			Create a workforce development program to train large unemployed population.	Available unemployed workforce eligible and in need of retraining.	Workforce will be trained and ready to be employed locally.	No idea what retraining workforce will receive and what it will be based upon.	Potential State Department of Economic Development funding with local match.	Economic development funding better spent on options that build on ongoing efforts. Once <i>Economic Development Plan</i> is complete, there will be a better idea on interested businesses and the job training that would best serve the area.	Retain information for possible future project development. Update project development status every quarter.
			Create a Community Development Corporation (CDC) to build local consensus and establish a funding mechanism for local projects.	Efforts and groups leading the efforts could work more closely together developing community from the inside.	Efforts and groups leading efforts will work more closely together developing community from the inside.	A CDC already exists within the Standard County Port Authority and has a focused mission. It would have to reorganize to change its mission.	Initial funding from local investors to obtain Community Development Block Grant (CDBG) funding for use in a business development program.	Existing CDC reluctant to broaden its investment capability until it has progressed further with port development.	Retain information for possible future project development. Update project development status every quarter.

DECISION-MAKING TOOL INFRASTRUCTURE + ENVIRONMENT SAMPLE

SECTOR: INFRASTRUCTURE + ENVIRONMENT

COMMUNITY VISION: Creating a strong community devoted to family, fostering business, working together for future growth.									
GOAL: Streamline delivery of city administrative services.									
IDEAS	ONGOING EFFORTS	GAPS	PROJECT OR PROGRAM OPTIONS	OPPORTUNITIES	CONSIDERATIONS		RESOURCES	DECISION	NEXT STEPS
					BENEFITS	CHALLENGES			
IMPROVE CITY HALL FACILITIES.	Consolidating as many city administrative services as possible in the existing City Hall.	Though operational efficiency efforts are ongoing, the existing City Hall is not large enough to adequately provide the services required to serve citizens.	Make structural improvements to City Hall at existing site.	Flood destroyed existing site requiring a complete City Hall reconstruction.	City owns property.	Lot size limits City Hall expansion to adding additional stories to building, making access and maintenance an issue. Lot size eliminates the possibility of city facility and service consolidation or common space.	Existing property; city general revenue; insurance proceeds; FEMA Public Assistance; Economic Development Administration (EDA); USDA Rural Development, community facilities.	Existing City Hall site is inadequate for expansion needs of city.	Retain information for possible future project development. Update project development status every quarter.
				Construct a new City Hall on a city-owned piece of property.	City owns property. Property is large enough to build a larger City Hall to adequately handle needed administrative services.	Property is only large enough for new City Hall. Property size limits possibility of city facility and service consolidation or shared common space. The property is located in an undesirable former industrial zone with possible contamination.	Existing property; city general revenue; insurance proceeds; FEMA Public Assistance; EDA; USDA Rural Development, community facilities.	City-owned industrial site is inadequate for future municipal expansion needs of city. Site is in an undesirable area that may be contaminated. Site would better accommodate a city-owned garage facility.	Retain information for possible future project development. Update project development status every quarter.
			Replace City Hall at a new site.	Construct a new City Hall as part of a municipal campus downtown.	Centralized location. One-stop service for all city and county-related business. Will anchor downtown and lead to redevelopment of the central business district. Property large enough for future expansion, multiple municipal and county facilities on one site sharing common space, restrooms and building systems.	Selecting a prime consultant able to handle project and deliver local vision. Controlling expectations and project scope creep.	City general revenue; insurance proceeds; FEMA Public Assistance; EDA; USDA Rural Development, community facilities.	PREFERRED OPTION Downtown site is centrally located and provides for future municipal expansion needs of city. Site would accommodate a future municipal campus and would anchor downtown redevelopment efforts.	Utilize ESF #14 LTCR Project + Program Development Guide (LTCR PDG) to develop Replace City Hall project based on existing information and information to be gathered.

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